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DEPARTMENT OF THE ARMY  
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WASHINGTON, D.C. 20310

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IN REPLY REFER TO  
AGAM-P (M) (9 Mar 67) FOR OT

14 March 1967

SUBJECT: Operational Report - Lessons Learned, HQ, 44th Engineer Group  
(Construction)

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 44th Engineer Group (Construction) for quarterly period ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

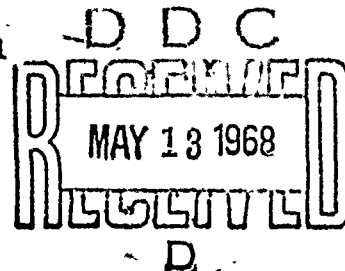
*Kenneth G. Wickham*

1 Incl  
a/s

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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HEADQUARTERS  
44TH ENGINEER GROUP (CONSTRUCTION)  
APO San Francisco 96233

RILCA-OP

2 November 1966

SUBJECT: Operational Report of Lessons Learned for the Quarterly  
Period Ending 31 October 1966 (RCS CSFOR - 65)

THRU: Commanding Officer  
9th Logistical Command (B)  
ATTN: Staff Historian  
APO San Francisco 96233

THRU: Commanding General  
USARYIS  
APO San Francisco 96331

THRU: CINCUSARPAC  
G-3 Operations  
ATTN: GPOP-MH  
APO San Francisco 96558

TO: OACSFOR  
Department of the Army  
Washington D.C. 20310

Attached is the quarterly Operational Report of Lessons Learned,  
for the 44th Engineer Group (Const) for the quarter ending 31 October  
1966.

FOR THE COMMANDER:

1 Incl (3 cys)  
a/s

*Carl F. Trial*  
CARL F. TRIAL  
Major, CE  
Adjutant

FOR OT RD  
660358  
Incl 1

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HEADQUARTERS  
44TH ENGINEER GROUP (CONSTRUCTION)  
APO San Francisco 96133

RILCA-OP

2 November 1966

SUBJECT: Operational Report

SECTION I

1. MISSION: The 44th Engineer Group (Construction) continued its mission of providing construction support to the 9th Logistical Command (B). In addition the Group continued the mission of providing continuing reconnaissance of the road net within Northeast Thailand, with particular emphasis placed on the road reconnaissance during the rainy season. During the reporting period elements of the Group have been engaged in construction activities throughout the length of Thailand; from the Malaysian border on the south to the Mekong River on the north. During this reporting period the number of projects assigned this command has increased 122% and the geographical dispersion has increased by an even greater amount.

a. Completed Projects: During the reporting period the following construction projects were completed.

(1) Headquarters Building, USARSUPHAI: Construction of this 13,000 square foot facility began on 11 Jun 66 and was completed on 22 Oct 66. Unique features of the building are air conditioning within a portion of the building and the provision of facilities for water borne sewage. The cost of the project was \$89,000. (See Incl 1)

(2) Headquarters Building Thai Security Guard Regiment: This structure was constructed at Camp Friendship with materials furnished by the Korat Air Base Civil Engineer. This headquarters was the initial building in a 48 building complex to house the Thai Security Guards. The complex includes seven headquarters and administrative buildings, twenty-eight billets, a messhall, five latrines, three showers, four water towers, access roads, parking areas, and an electrical distribution system. Similar facilities on a smaller scale were constructed at additional locations throughout Thailand. Cost of the entire project was \$50,990. The project was completed 15 Oct 66. (See Incl 2 and 3)

(3) Camp Friendship Cantonment: Construction of this facility, which consisted of 67 buildings including administration facilities, billets, a messhall, showers and latrine, began 15 Apr 66. The project was completed 17 Aug 66 at a cost of \$180,000.

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(4) Stratcom Billets, Camp Friendship: This project was an addition to increase the capacity of the facility mentioned in paragraph 1a (3) above. Construction of six billets, three administration buildings and two latrines was completed 18 Oct 66 at a cost of \$20,000. (See Incl 4 and 5)

(5) Camp Pawai Special Forces Camp: This facility constructed at Lop Buri consisted of 16 buildings including 12 billets, a mess hall, showers, latrines, and repairs to existing buildings. The project was completed 12 Sep 66 at a cost of \$25,000.

(6) 200 Man Tent Camp - Lop Buri: This project originally consisted of screened tent frames for 20 GP tents (medium), showers and latrines. The scope of the job was subsequently reduced to include only 10 tent frames. The project was completed on 13 Oct 66 at a cost of \$10,000.

(7) Four Man BOQ's - Camp Friendship: Construction of 28 BOQ buildings with integral latrines and water borne sewage was completed on 14 Oct 66 at a cost of \$52,000. This project included access roads, electrical and water distribution systems as well as a sewage collection system. (See Incl 6 and 7).

(8) Access Road - 31st Field Hospital: A surface treatment of the access road to the 31st Field Hospital was completed 28 Aug 66. Cost of the project was \$5,000.

(9) Water Storage Tanks - 31st Field Hospital: Two 100 BBL bolted steel tanks were installed at the 31st Field Hospital to augment the hospital water supply system. Materials were drawn from SLAT stocks and the project was completed 22 Aug 66. (See Incl 8)

(10) Water Storage Tanks - Camp Friendship: Two 3000 BBL bolted steel tanks were constructed at Camp Friendship to increase the camp water storage capacity. The project was completed 26 Sep 66 at a cost of \$15,000. (See Incl 9)

(11) Terminal Buildings - Sattahip: This project consisted of the construction of nine buildings which provided administrative space, latrines and a storage building. The project was completed in 2 phases. The siting of buildings in phase II was not determined before construction was initiated. In order to facilitate siting the buildings were constructed on skids and subsequently moved to the desired locations.

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(12) Water Storage Tanks - Camp Friendship Water Point: Two 3000 BBL bolted steel tanks and one mile of 4" threaded water line were constructed at the Camp Friendship Water Point to provide additional storage capacity. This project was completed 23 Jun 66. This project was inadvertently omitted from the previous report.

(13) Chachoengsao R.R. Yard: In order to provide sufficient bearing strength for heavy trucks at the Chachoengsao Railhead, 30,000 square feet of PSP were placed over the existing loading area. This was completed on 22 Sep 66 as a civic action project.

b. Projects Carried Forward: The following construction projects have been carried over from the previous reporting period.

(1) Sattahip Cantonment: This project was initially to be a 1,000 man cantonment but the scope has subsequently been increased. The planned capacity is now 1,400 men. The fund limitation is presently \$685,000 and the project is 75% complete.

(2) Sattahip POL Facility and Access Road: This facility includes a tank farm, access roads, hardstand and security fence, and is essentially complete. The only remaining work being that of installing the perimeter security lighting. Completion of this project has been delayed by slow delivery of essential supplies.

(3) Sattahip Signal Site: Completed construction at this site includes concrete equipment pads, an administration building, generator shed and a latrine. Clearing of the hill and construction of the security fence with lighting is underway. Only limited work has been done on the access road due to diversion of equipment to higher priority projects.

(4) BOQ's - Camp Friendship: Two additional BOQ's are under construction in the new BOQ area, Camp Friendship. These are additions to the original project and are designated for use by the CG and CofS, USARSUPTHAI.

(5) Korat POL Facility: Phase I of the project was increased to include 3 additional truck fill stands and other minor items. These are now under construction. The scope of work and standards of construction of phase II have been reduced. The structures in phase II are currently being redesigned by the 44th Engr Gp.

(6) Bangkok By-Pass Road Extension: This project provides for the construction of 130 km of road from Kabin Buri to Korat. The current estimated completion date is 15 Mar 67 and the project is 65% complete. Since the last report the scope of work has increased from a construction road to a compromise between a military class 50 road and the OICC design road. (See Incl 10 and 11)

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(7) 809th Eng. Bn Base Camp: Due to a change in employment plans of the Group, the scope of work on this project has been reduced from a four company camp to a two company camp. Present plans call for a reinforced company Task Force to occupy the camp and begin construction operations on LOC's in Northeast Thailand.

(8) Design of USIS Transmitter: This project originally included reconnaissance, design and preparation of quantity estimates for a 50 KW broadcast station with 300 ft antenna and grounding plane. The project was subsequently put under contract with a civilian firm. The 44th Group remains responsible for technical assistance on civil engineering aspects only.

c. New Projects: The following projects were assigned to the Group during the reporting period.

(1) Sattahip Ammunition Storage Facility: The project originally directed construction of 21 Ammo Storage Pads and has been expanded to presently include 35 ammunition storage pads and associated access roads. The original project began on 17 Aug 66 and is presently 40% complete.

(2) POL Facility at Nakhon Phanom: This project consists of construction of two, 10,000 BBL bolted steel tanks with connected equipment. The project began 13 Oct 66 and is presently 5% complete.

(3) Special Forces Training Camps: The Group has been tasked to construct three Special Forces Training Camps at remote locations. The camps are to consist of eight billets, a messhall, latrine, and showers. If the \$25,000 fund limitation for each site permits, three additional billets and exterior security lighting are to be added. The camp locations are:

(a) Sakon Nakhon: Construction of this camp began 24 Oct 66 and the completion date is 14 Nov 66.

(b) Trang: Construction of the camp is to begin during the first week in November with a completion date of 28 Nov 66. Some difficulties have been experienced because of the extreme distance from the present area of operations (535 air miles from Group HQ) and the inability to obtain use of a nearby air field controlled by the Royal Thai Air Force.



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(2) Pak Chang: Considerable difficulty was experienced by the using unit in selecting an acceptable location in central Thailand. The present site is located 17 miles from a hard surface road and the access road is impassable to all but ox carts or elephants. Problems in delivery of construction materials are expected.

(4) Asphalt Pad W-3, 7th Maint Bn Area, Camp Friendship: This project encompasses shaping, compaction and the application of a double bituminous surface treatment on a 110'x270' vehicle storage area. The project is under construction.

(5) Relocation of Guard House and Construction of Truck Parking Area, Thai Air Base, Korat: The project includes widening of the roadway, installation of a retaining wall and concrete pad for a guard house as well as construction of a truck parking area. The work is located near the Korat POL Storage Facility and the parking area is for contractor tankers which transport fuel to the Korat facility. The project is under construction and has been delayed by heavy rains, poor subsoils and long haul roads.

(6) Facilities for 561st Engr Co, Camp Friendship: Authorization has been received from 9th Log Comd to extend four billets, construct a latrine, shower facility, and maintenance shed within the real estate allocated to the company. However, with the impending move of the 561st on 1 Dec and the reduced strength of the company it appeared unwise to undertake work except construction of the maintenance shed. This portion of the project is currently under construction.

(7) Repair of Access Road, Camp USARTHAI, and POL Tank Farm: This project requires repair of the access road to Camp USARTHAI and the Korat POL Tank Farm. A fund limitation of \$8,000, has been imposed. Work has not been initiated on this project due to diversion of effort to higher priority requirements.

(8) Access Road Improvement - Green Hill Signal Site: This project involves the regrading and resurfacing of approximately 0.6 miles of access road with construction of necessary drainage structures. Initiation of construction has been deferred because of non-delivery of gravel required for this project.

(9) Repair of Access Road, Udorn: This project provides for the repair of the access road from highway 21 to the IMCS site at Udorn. The road is used by Royal Thai Army tracked vehicles. The scope of work is to shape, compact, and apply a dust palliative to the surface. Construction has not been initiated due to allocation of resources to higher priority projects.

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(10) Rehabilitation - Camp Usakhami: Three sub projects fall under this general heading.

(a) EM and NCO Club renovation: Work is currently underway on the EM Club and procurement actions have been initiated for the materials necessary for the NCO Club.

(b) Theater: Approval to construct a theater has been received with a fund limitation of \$9,000. The structure is currently under design by the Group Engineer Section.

(c) Water System: One 3,000 BBL bolted steel water storage tank has been erected. Completion of the distribution system has been delayed due to employment of qualified personnel on higher priority projects and non-receipt of some essential fittings.

(11) 100 Man Tent Camp - Camp Vayana: This project directs the design and construction of a tent camp to house 100 men. Construction is currently underway.

(12) Addition to TSG Facilities, Camp Friendship: This project directs the installation of 2 flag poles at the TSG facilities similar to those constructed at the USARSUPFTHI Headquarters building.

(13) Design of buildings - Korat Log Complex: The entire Korat Log Complex was originally scheduled for completion by civilian contract construction. Portions of the contract have since been cancelled and a requirement placed on Group by 9th Log Comd (B) to modify the OICS plans to allow for troop construction. At present, 9 buildings are included in the design directive. It is anticipated that modifications to original drawings will be completed by 30 November 1966.

d. Cancelled Projects: The following projects were cancelled during the reporting period.

(1) Cantonment Camp, Koke Kathien. This project originally called for construction of a 250 man camp including billets, mess, showers, latrines, and administrative facilities using standard screen and wooden louver construction. The project was to have been funded with \$50,000 from the MCA program but was cancelled during a program review, and replaced by the tent camp described in paragraph 1a (6) above.

(2) Korat POL Drum Storage Yard: This project consisted of the construction of twenty 70'x70' storage rads, drainage structures and protecting berms. Although not completed to the extent indicated in the job directive, the project was subsequently cancelled by 9th Log Comd on 8 Sep 66.

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## 2. PLANNING:

a. Northeast Task Force: Current planning by the 44th Engr Gp centers on the formation of a task force to be employed in the construction of the Northeast Lines of Communication. The task force will be built around the 561st Engr Co, with additional elements as necessary to support a separate company in a remote location. Present planning calls for the 561st Engr Co (+) to replace Co C, 809th Engr Bn at Sakon Nakhon on or about 1 Dec 66. Company C will then return to 809th Engr Bn base camp near Phanom Sarakhan to provide construction capability for the Inland Road project.

b. The mission of the 561st Engr Co will be to complete construction of the two company base camp, to clear and construct an airstrip in the vicinity of the base camp, and to begin construction operations on routes 18 & 118. These operations will include but will not be limited to development of sources of laterite and other fill material, construction of temporary bridging and/or by-passes, and construction of haul roads.

c. The revision in the group plan of employment has been brought about by the priorities of road construction effort determined by COMUSMACV. These priorities are:

- (1) Route 23 - Bangkok By-Pass Extension
- (2) Inland Road - Sattahip to Phanom Sarakhan
- (3) Northeast Lines of Communication

It has been determined to commit the 809th Engr Bn for work on the Inland Road and replace C Co, 809th with the 561st Engr Co at Sakon Nakhon. The 809th Engr Bn is presently taking action to put its quarry in operations and to develop sources of fill in preparation for commencing work on the Inland Road.

d. The Group has been devoting considerable effort toward the completion of the Koke Kathien Cantonment design. That design is now 80% complete. Upon receipt of the directive to provide designs for portions of the Korat Log Complex plans were made for transfer of responsibility for completion of the Koke Kathien Cantonment design to the 538th Engr Bn.

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3. PERSONNEL SHORTAGES:

a. The major problem area encountered by this command during the period of this report has been the inability to stagger rotation dates of personnel within the command and the requirement to assign EDCSA dates which fall 30 to 45 days after the date the individual departs this command. This situation has caused the command to operate with approximately eighty (80) percent of its authorized strength present for duty even though the total assigned strength may equal total authorizations.

b. The lack of manpower is accentuated by the large number of untrained replacements. These replacements require many hours of classroom as well as on-the-job training. The on-the-job training program necessitates a loss of productive hours while the personnel are attaining proficiency in their jobs.

c. This command is critically short of supervisory personnel, particularly in MOS 51H40 (Construction Foreman). As of the close of the reporting period the Group has less than fifty (50) percent of the authorized construction foremen on hand. Another critical personnel area is the shortage of MOS 94B20 (Mess Stewards).

4. LOGISTICS:

a. Procurement of materials continues to be a problem in accomplishing the construction mission in Thailand. There are four major contributing factors:

- (1) Lack of timely knowledge of future requirements.
- (2) Lead time required for negotiation and the delivery time to get materials on the job site.
- (3) Reluctance of vendors to stock materials in sufficient quantities to satisfy requirements. The reluctance stems from the large investment of capital required by the vendor in order to obtain and store large inventories.
- (4) Limited supplies available through military supply channels. The only materials available through normal supply channels have been lumber and plywood. Two shipments, each over one million board feet, have been received by the class II & IV supply depot in Korat through the port of Bangkok. Each of these shipments was consumed within 60 days except for small quantities of outsize items.

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b. There is one additional factor which must be considered: the immediate need to react to construction requirements imposed by changes in the concept of military operations or by natural disaster.

c. The following actions are being taken to reduce and/or eliminate these adverse factors.

(1) Short Range: 4 to 6 months.

(a) The establishment of a materials holding yard at Group Hq to be stocked with materials left after completion of projects. These excesses are generated by the contingency allowance in initial procurement for each project. As procurement catches up with requirements, the excess material will be turned in for project credit. Materials in the holding yard are immediately available for high priority projects such as the Special Forces Camp at Sakon Nakhon (26 days from warning order to required completion).

(b) The negotiation and establishment of requirements type contracts for delivery of materials "on call" thus allowing the vendor to stock quantities required for immediate delivery. This will eliminate the requirement for individual procurement actions on each project, large or small. It will also place the US Government in a favorable position for quantity procurement, and more time will be made available for job planning.

(2) Long Range: Place requirements on the supply system by establishing requisitioning objectives in sufficient quantities to insure that the supply line is kept full as long as these materials are in demand.

(3) The short and long range actions must be considered in light of desired effect upon the local economy, cost of supplying material through the supply system, the gold flow due to foreign purchase and the ability to accomplish the construction mission to meet beneficial occupancy or project completion deadlines.

5. MAINTENANCE:

a. Positive Maintenance Program: A program has been initiated to improve standards of maintenance of vehicles and equipment and to sharply reduce the current deadline rates. This program will be effected through:

(1) Intensified command emphasis at all levels.

(2) Review and improvement of maintenance policies and procedures.

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(3) Additional maintenance and supply training for supervisors, mechanics and operators.

(4) Emphasis on timely follow-up action on repair parts requisitions.

(5) Use of local sources for procurement of critical repair parts.

(6) The allocation of adequate maintenance time versus operation time.

(7) Establishment of a maintenance float of equipment.

b. Repair parts:

(1) Nonavailability of repair parts continues to be the greatest obstacle to reducing the deadline status within the Group. During the month of October there has been a slight increase in the number of parts received, however, the increase has not been sufficient to make a marked change in the zero balances of ASL and PLL's or the equipment deadline rate.

(2) The repair parts situation is further complicated by the lack of status information which should be transmitted to the units in accordance with routine requisition follow-up procedures. As an example, the DSU supply activity of the 538th Engr Bn submitted 208 AFJ follow-up cards to Class II & IV Consolidated Supply during the period 8 to 15 Aug 66. As of 30 Oct 66 no reply has been received on these requests for status.

c. Depot Maintenance:

(1) Excessive time in evacuation of material to facilities on Okinawa for depot maintenance continues to be a problem.

(2) Timely advice is not being received by this command from the depot maintenance facilities as to status of equipment evacuated. In some cases in which equipment was declared not economically repairable and disposed of by the depot, no indication of this action was sent to the owning unit. This prevents the units from dropping the items from their records and requisitioning replacements.

2 November 54

## SECTION II

### 1. PERSONNEL:

This command is encouraging personnel to extend beyond their scheduled rotation date. Only if a large number of extensions are attained will a significant correction in the rotational hump and specialist shortages be realized. This command is also presently investigating the possibilities of hiring local national civilians as construction machine operators. If this can be accomplished, a definite improvement in the continuity of the construction effort may be obtained.

The classroom and on-the-job training have produced some skilled construction machine operators and supervisors. Commanders at all levels encourage this growth of capability. The hiring of local national construction machine operators will permit many of the more highly skilled military operators to assume the duties of supervisory personnel.

In the area of food service management it has been necessary for lower ranking personnel to perform duties far above their proficiency level. In some cases E-4 cooks are required to fill E-6 mess steward positions. Many of these personnel are performing their duties well, and through advancement this problem may be alleviated.

### 2. Operations, Training and Organization:

During the reporting period the major problem area remained the inability to satisfy the completion dates of projects established by higher headquarters. The bases of this problem lie in several areas but can be summarized as insufficient lead time, Procurement of supplies and project planning require some development time. High priority projects assigned to the Group often carry completion dates which require initiation of construction simultaneously with receipt of the directive. In an effort to meet the desired completion date the Group has initiated operations on some occasions prior to receipt of funding authorization or written directives. Frequently when this course of action has been followed, details of the projects have subsequently been changed, causing considerable rework and a overall decrease in efficiency. This problem has further impact on the morale and motivation of the constructing element. The solution to this problem is to advise higher headquarters of a realistic completion date and of the impact of project initiation prior to the completion of the necessary planning, coordination, and procurement. This headquarters has recommended to the 9th Logistical Command (B) that:

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a. Master planning be instituted as a means of forecasting future construction requirements earlier and more accurately.

b. Requests for future construction be completely staffed to minimize changes during construction.

c. A more realistic system of construction priorities be established based upon operational importance and not lack of prior planning.

3. INTELLIGENCE: In execution of the construction mission of the Group; use is made of what limited Engineer Intelligence is available. Other governmental agencies such as JUSMAG Advisory Teams, Military Intelligence Teams, USAID Personnel, and the Thai Highway Department, also provide limited engineer intelligence within their capabilities. A terrain analysis detachment to provide Group with additional intelligence has been requested and the requirement is being forwarded through channels for approval. In addition Thai Liaison Officers, where available, provide an invaluable service in obtaining essential information on such items as sources of fill material, terrain, rainfall estimates, and average stream levels as well as providing a most valuable contact with the inhabitants of the area of operations.

#### 4. LOGISTICS: Construction Materials:

a. Materials must be obtained and stocked in sufficient quantities to insure availability for rapid initiation of projects and uninterrupted construction effort.

b. All possible methods of promptly obtaining items must be considered, such as requirements type contracts. This allows immediate response to requirements and eliminates administration and procurement lead time.

c. The establishment of requisitioning objectives based upon demand data and future requirements on the supply system to allow for the orderly flow of materials to meet requirements.

#### 5. MAINTENANCE:

a. Continual emphasis must be placed on the accuracy of repair parts requisitioning to reduce delays caused by cancellation of requisitions and receipt of incorrect parts.

b. Timely follow-up action on requisitions in accordance with existing regulations is mandatory to determine status and also to serve as an aid in insuring the requisition is still being actively processed.



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SUBJECT: Operational Report

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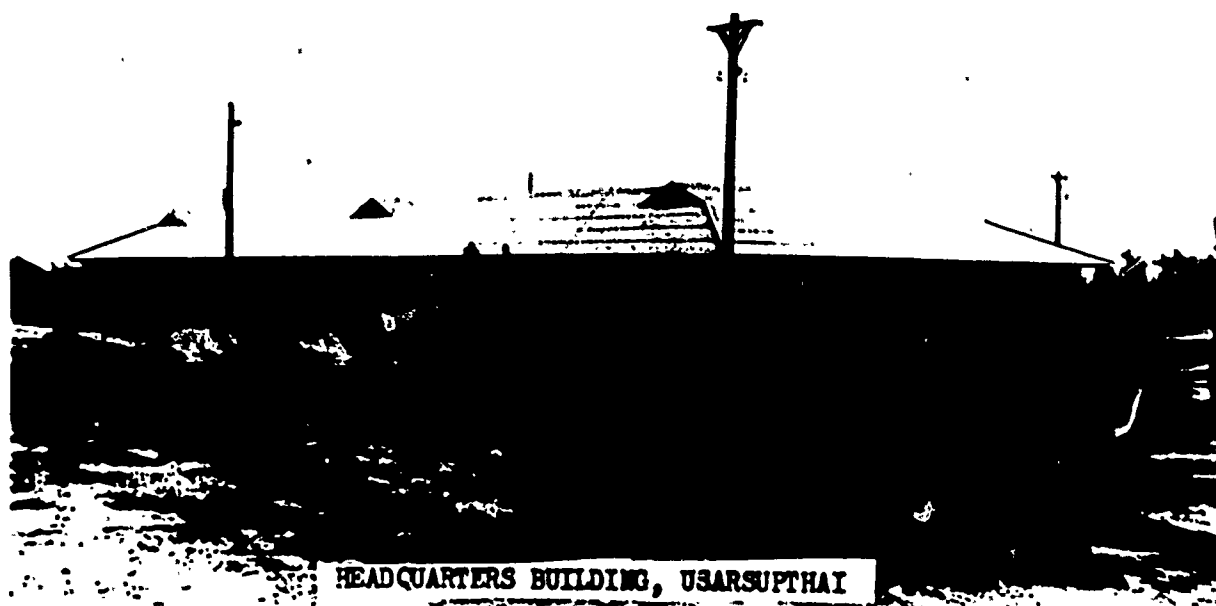
c. All possible sources of supply must be fully exploited for procurement of parts for deadlined equipment. Principal sources to be considered are:

- (1) Normal Supply System.
- (2) Cannibalization Points.
- (3) Fabrication.
- (4) Local Purchase.
- (5) Adjacent units and supply activities.

d. The authorization and establishment of a maintenance float of equipment in support of major items of equipment is absolutely essential. The maintenance float will aid in insuring continuity of operations when extended breakdown of primary equipment is experienced.

11 Incls  
as

*Frederic B. Harding*  
FREDERIC B. HARDING  
Colonel, CE  
Commanding



HEADQUARTERS BUILDING, USARSUPHAI

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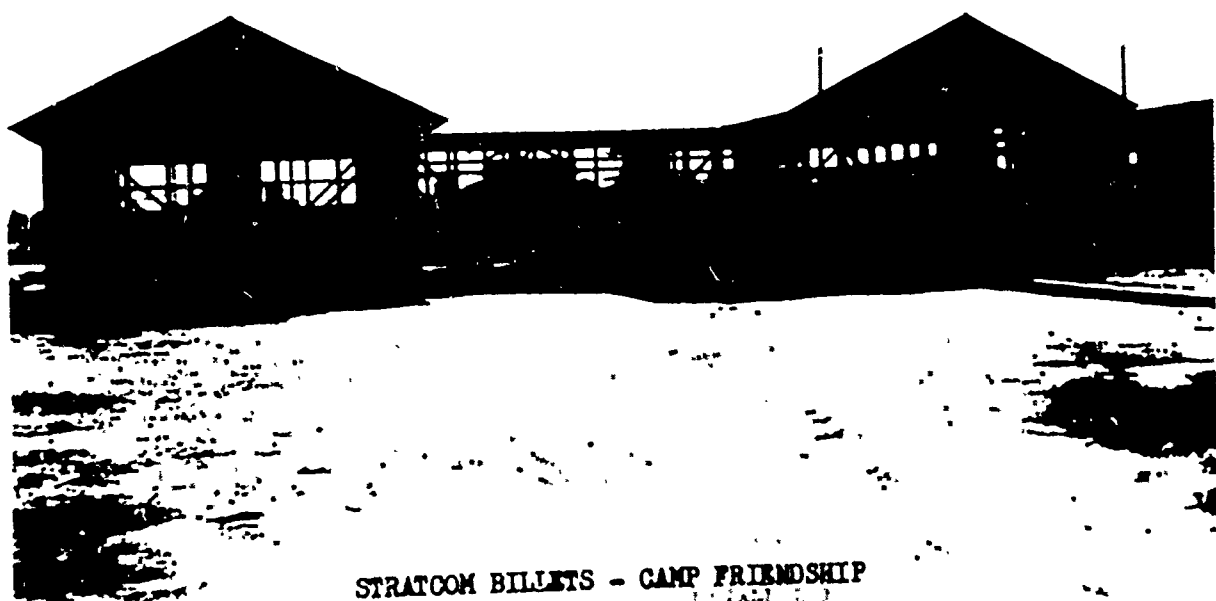
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THAI SECURITY GUARD REGIMENT

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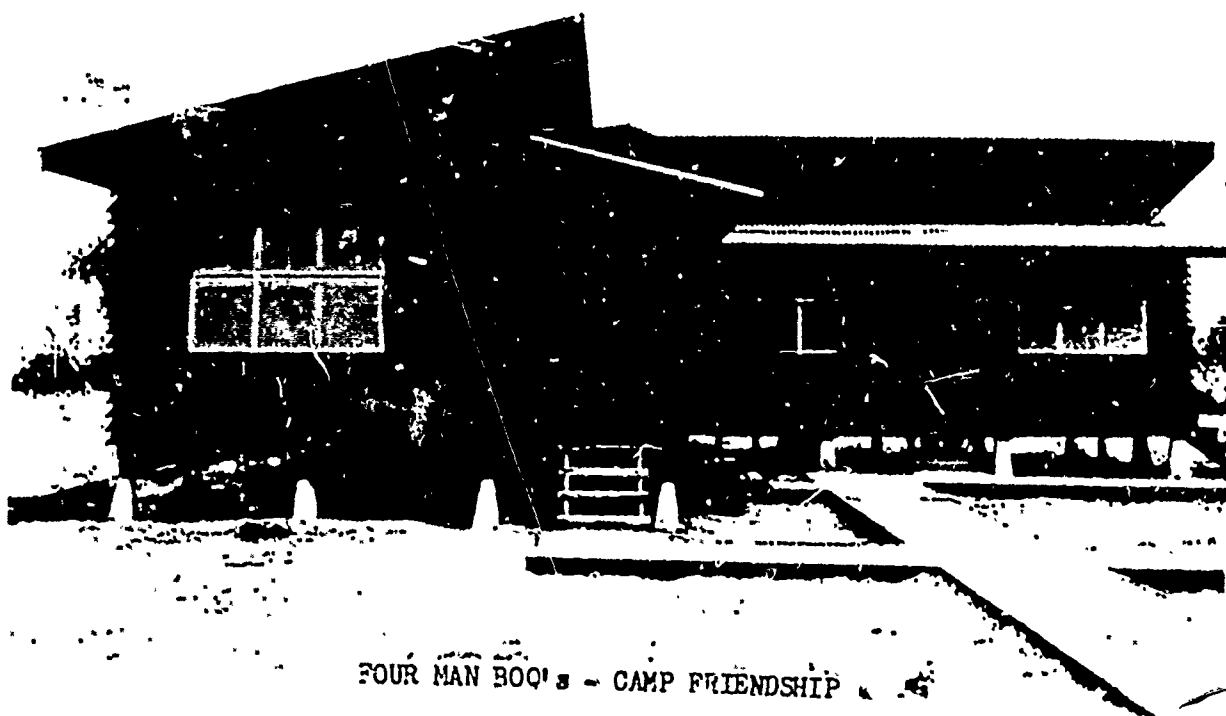
STRATCOM BILLETS - CAMP FRIENDSHIP

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STRATCOM BILLETTS - CAMP FRIENDSHIP

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FOUR MAN BOO'S - CAMP FRIENDSHIP

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FOUR MAN BOQ'S - CAMP FRIENDSHIP

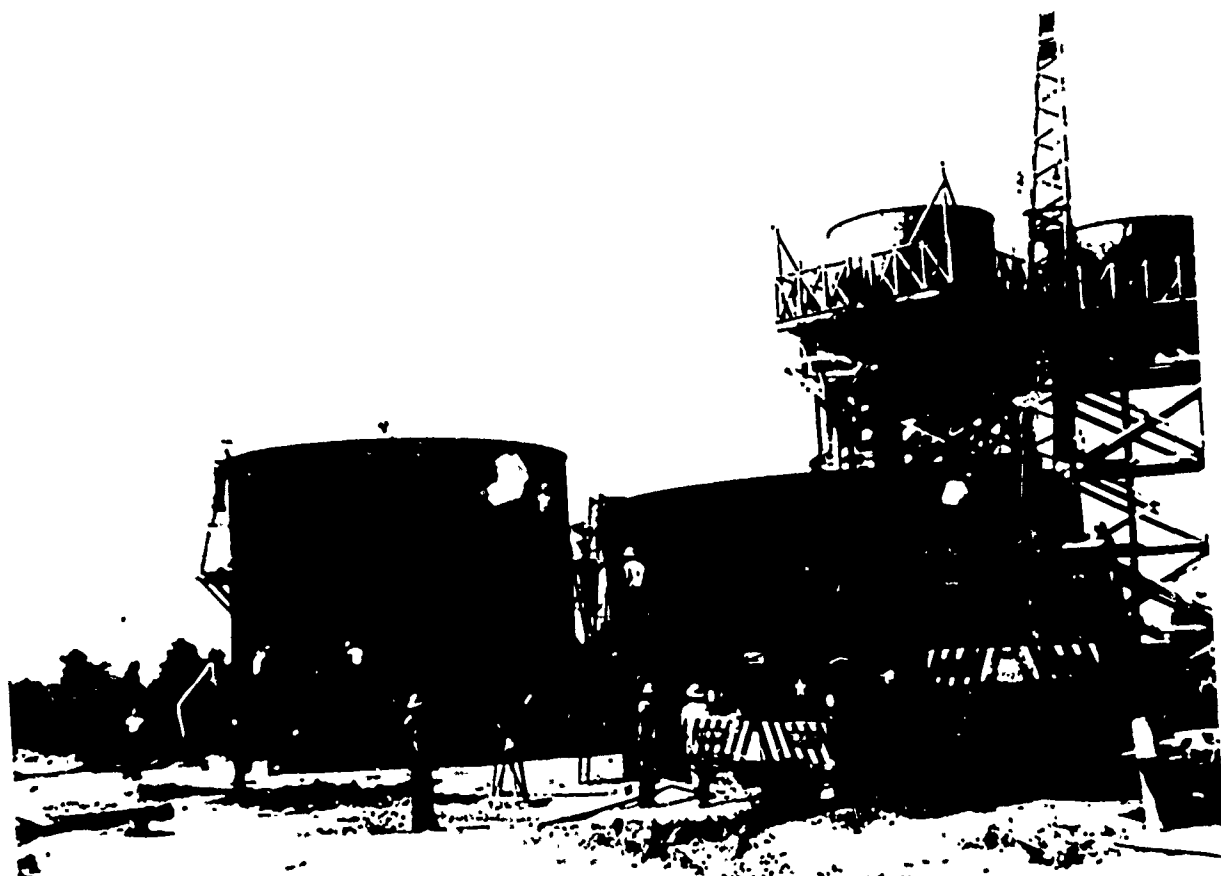


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31ST FIELD HOSPITAL WATER TANKS

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CAMP FRIENDSHIP WATER TANKS

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RILC-DO (31 Oct 66) 1st Ind  
SUBJECT: Operational Report of Quarterly Period Ending 31 October 1966.

Headquarters, 9th Logistical Command (B), APO 96233

TO: OG, USARYIS, APO San Francisco 96331

1. Reference Section I Para 4 of basic document: The problem of obtaining construction materials continues to be an adverse factor in accomplishing the construction mission on a timely basis. Materials are purchased in country from all available sources. The Thai businessman, however, is not wont to invest a large percentage of his capital in stocks. Consequently, multiple small purchases must be made from many suppliers to acquire the desired quantities. The contracting for these materials is, of necessity, a time consuming process. Since the materials are usually required with insufficient lead time allowed for the supply system to respond, it is necessary to utilize local purchase procedures. This headquarters concurs in and supports the actions being taken by the 44th Engr Gp Commander, as outlined in paragraph 4c of his report.

2. Reference paragraph 5b: The shortage of repair parts is command wide and receipt has not significantly improved since last quarter. Every effort is being made to alleviate this serious problem with resources on hand. We are continuing to redistribute spare parts for PLL's and dead-lined equipment. In many instances we have directed the redistribution of equipment to non reporting activities, all of which has contributed to a slight increase in the material readiness posture of reporting units of the command. The installation of 3d Qtr FY 67 automated equipment in the Class II & IV supply activity should increase speed and accuracy of requisitioning. Follow up procedures continue to receive strong command emphasis.

3. Reference Section II Paragraph 1: The problem of replacements of trained personnel has not been alleviated throughout the entire command. (See 9th Log Comd Operational Report for the Quarterly Period ending 31 October 1966). Personnel requisitions are continuously monitored, and shortages are reflected regularly on the monthly non-arrival reports. The bulk-fill program has not solved, but rather has added, somewhat, to the existing problem. Receiving units have had to conduct OJT utilizing key NCO's thus creating a gap in supervision of current projects. Individuals are being encouraged to extend their tours beyond normal rotation. If extensions are insufficient, which is anticipated, this headquarters is prepared to involuntarily extend selected individuals for at least thirty (30) days. The curtailment as well of a small percentage of 30 days is expected to diffuse bulk rotation over a sixty (60) day period. This, hopefully, will ease the impact of mass rotation; depending, of course, on whether replacements are received at all.

4. Reference Section II Paragraph 2: The construction planning schedules, staffing, and priority system for this command, was of necessity, realigned due to the arrival of units in country prior to their expected arrival dates and unexpected requirements and missions imposed on the command to accommodate incoming units, thus often work was diverted from one

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RILC-DO

1st Ind

SUBJECT: Operational Report of Quarterly Period Ending 31 October 1966

project to another. Changes in planning also necessitated diversion from one project to another. It is anticipated that the majority of arriving units will be closed in country by end of 4th Quarter and construction schedules returned to programmed priorities.

*Leslie B. Harding*  
for *Leslie B. Harding*  
LESLEE B. HARDING  
Colonel, CE  
Acting Commander

41  
RIC-MH (2 Nov 66)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
RCS CSFOR-65 (U)

HQ, United States Army, Ryukyu Islands, APO San Francisco 96331 13 JAN 1967

TO: Commander in Chief, U. S. Army, Pacific, APO 96558

This report and preceding indorsements have been reviewed and the following comments are submitted:

a. Reference paragraph 3c, Section I, basic report: Based on personnel data in this headquarters, the following information applies to the 44th Engineer Group:

| <u>MOS</u> | <u>NUMBER REQUISITIONED</u> | <u>STATUS</u>   |
|------------|-----------------------------|---|
| *94B20     | 13                          | 8 EM arrived on schedule, 3 name fill applied, 2 open |
| *51H40     | 5                           | 1 arrived on schedule, 2 name fill applied, 2 open    |

\* Period covered: June 1966 through May 1967

b. Reference Section I, basic report, paragraph 5c:

(1) The "Depot Maintenance" referred to is actually general support maintenance performed by the 2d Logistical Command. Difficulties encountered are attributable to the fact that the items in question are primarily construction equipment and large generators for which no overhaul is programmed.

(2) A policy has recently been established whereby 9th Logistical Command units will no longer rely on "repair and return to user" maintenance for these type items other than on an exception basis. Maintenance will be performed to the maximum extent using all available military and commercial resources. As a rule unserviceable economically repairable equipment beyond in-country capability will be evacuated to predetermined locations, i.e., CONUS or USARYIS depending on capabilities and mandatory requirements, through supply channels and replacements immediately requisitioned. This procedure and the establishment of a maintenance float will significantly reduce the difficulties experienced with long haul maintenance evacuation.

c. Reference paragraph 1, Section II, basic report, and paragraph 3, 1st Indorsement: The lack of MOS qualified personnel can be expected to continue in view of the difficulty expressed by DA in meeting world-wide commitments with trained personnel. This shortage of resources will require a continuing effort on the part of the gaining units to conduct OJT programs until

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13 JAN 1967

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better trained replacements become available. Concur with the Acting Commander's, 9th Logistical Command's proposed method of handling bulk rotations.

d. Reference paragraph 2, 1st Indorsement: The shortage of repair parts for support of units in Thailand was the subject of a conference held at HQ, USARYIS, 14-17 November 1966. A sampling reconciliation was conducted of 9th Logistical Command recorded dues-out with the records of HQ, 2d Logistical Command. No record was found on a considerable number of dues-out. 9th Logistical Command agreed to review existing dues-out listing and validate or resubmit requisitions as requirements dictate. As a separate action, 2d Logistical Command has been directed to provide USARPAC the current status on critical repair parts requisitioned for engineer construction equipment.

FOR THE COMMANDER:



1 Incl  
nc

... V...  
Major, AGC  
Asst AG



43 ..  
GPOP-OT(2 Nov 66)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 Hq 44th Engr Gp (Constr)

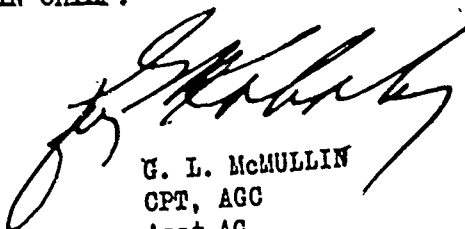
HQ, US ARMY, PACIFIC, APO San Francisco 96558 1 MAR 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. Concur with basic report as indorsed.
2. Reference paragraph 2, 1st indorsement and subparagraph d, 2d indorsement. Supply support to units in Thailand should be enhanced by recent 2d Logistical Command increases in ASL stockage and improvements in supply management and depot operation procedures. In addition, Project "999"(for expeditious handling of requisitions and delivery of repair parts for deadlined equipment) is now available to units in Thailand.

FOR THE COMMANDER IN CHIEF:

1 Incl  
nc

  
G. L. McMULLIN  
CPT, AGC  
Asst AG